

Position and Candidate Specification



SECOND HARVEST FOOD BANK
of SANTA CLARA and SAN MATEO COUNTIES

Second Harvest Food Bank of Santa Clara and San Mateo Counties

Chief Executive Officer

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Who We Are

Based in Silicon Valley, Second Harvest Food Bank of Santa Clara and San Mateo Counties (SHFB) is one of the largest and most effective food banks in the nation. Currently providing food to more than one quarter of a million people every month, Second Harvest is a trusted, community-based organization that was founded in 1974. Despite the immense wealth in Silicon Valley, and, partly due to the high cost of living, hunger and malnutrition are pervasive; today Second Harvest provides more food to more people than ever in history. The vision for the Food Bank is a hunger free community. The Food Bank distributes nutritious food, including more fresh produce than any other food bank in the country, primarily through a network of more than 320 nonprofit community organizations at more than 850 sites, and connects those in need to a variety of other food resources. Second Harvest is currently pursuing an innovative strategic plan which includes three goals: to reach an additional 100,000 hungry people each month; to provide an additional 15 million meals annually; and to raise the profile of hunger in our community. The Second Harvest Food Bank of Santa Clara and San Mateo Counties is an exemplary and highly functioning organization with an extraordinary reputation where 95 cents of every dollar goes directly to programs.

What We Do

The mission of Second Harvest is to lead its community to ensure that anyone who needs a healthy meal can get one. In fiscal year 2016 (July 2015 - June 2016), SHFB distributed over 4.5 million nutritious meals per month (over 60 million pounds of food annually) to low-income people in need in every zip code of the service area from South San Francisco to Gilroy, and from the ocean to the bay.

SHFB provides food efficiently through innovative direct-service programs, leveraging public programs and collaborating with over 320 non-profit distribution partners. Partners include shelters, pantries, soup kitchens, children's programs, senior meal sites, residential programs, and faith-based organizations. Throughout the fiscal year, volunteers contributed over 310,000 hours of service, which saved SHFB \$6.6 million in equivalent personnel costs.

Who We Serve

During the fiscal year, SHFB served more than one quarter of a million people per month. The majority of people served are seniors and low-income families with children.

For more about SHFB please visit us at: <http://www.shfb.org/>

The Opportunity

For anyone who has the desire to live in, and contribute to, a community free from hunger, there are few better platforms than leadership of the Second Harvest Food Bank of Santa Clara and San Mateo. In collaboration with a committed Board comprised of members who work for some of Silicon Valley's high profile organizations, the Chief Executive Officer (CEO) is afforded a unique opportunity to provide for a large, and often overlooked, community within this unique Valley, and leverage the region's innovative and entrepreneurial spirit in the fight against hunger.

Well-known, well-regarded and financially sound, the Second Harvest Food Bank of Santa Clara and San Mateo has been successfully led by a popular and effective CEO for the last eight years. With her upcoming retirement from SHFB, the next CEO will inherit a high-functioning senior team, a committed work force and a strong, mission-focused organization that effectively delivers resources to a far-reaching community which depends upon it. The CEO of SHFB is a high profile and singularly important leadership role in the Silicon Valley.

KEY RELATIONSHIPS

Reports to Board of Directors

Direct reports Vice President of Development and Marketing
Vice President of Operations
Vice President of Programs and Services
Vice President of Community Engagement and Policy
Vice President of Human Resources
Chief Financial Officer
Director of Volunteer Services
Director of Project Management

Other key relationships Donors
Partner agencies
Volunteers
Community members
Local, state, and federal government representatives

KEY RESPONSIBILITIES

- Lead, inspire, and empower an experienced, committed team of professionals in fulfilling Second Harvest Food Bank's critical mission.
- Implement the Food Bank's strategic plan and sound policies to ensure that the organization maintains its position of leadership and service in the community; enhance these strategies and practices to expand, impact, and maintain organizational excellence.
- Serve as the primary, forward-leaning "face" of the Food Bank; actively engage with the community to build fundraising relationships and "make the ask" to select donors; identify and secure funding, product, and technology resources that provide for current operating needs, and, in the longer term, build and grow financial and operational stability for the Food Bank.
- Advocate with federal, state, regional, and local policy makers for improved nutritional programs and services for low-income individuals and families. Build organizational capacity for SHFB's advocacy initiatives.
- Provide leadership to three large food distribution centers and offices, each delivering the highest customer service and internal effectiveness while minimizing administrative costs.
- Refine, develop and carry out plans to mobilize financial support for the operating, capital equipment, building, and maintenance budgets through annual food and fund drives, capital campaigns, endowments and fundraising events.
- Work collaboratively with Board, Staff, donors, and the Silicon Valley (Santa Clara and San Mateo counties) community at large. Build a shared vision for greater education and community engagement.
- Encourage active Board and Staff involvement in local, state, and national hunger-related collaborations and coalitions.
- Cultivate and engage a new generation of high quality Board leadership reflective of the diversity of the community while meeting the Food Bank's competency needs.

DESIRED OUTCOMES

- Build upon SHFB's impressive and long-standing track record of community service by maintaining strong relationships with its agencies, clients, funders and donors.
- Promote the SHFB brand and increase organizational impact on all dimensions beyond the current footprint, driving key initiatives including delivery of expanded services and the cultivation of new participants in order to generate ongoing growth for the enterprise.
- Build the SHFB's ability to leverage improvements in technology to enable greater logistical and operational efficiency as well as to enhance SHFB's fundraising effectiveness. Enhance a culture of innovation within the organization at large.
- Cultivate and grow the donor community and diversify funding streams by securing major grants, donations, and partnerships from diverse groups in both counties, including corporations, foundations, individuals, policy makers, and the public.

IDEAL EXPERIENCE

As the head of one of the most visible and highly respected community-service organizations in Santa Clara and San Mateo Counties, the CEO will bring expertise in building and delivering operational excellence, enhancing organizational effectiveness, leveraging economic development strategies, and establishing innovative alliances and mutually supportive relationships. Her or his prior experience will ideally include:

Collaboration and Engagement

- Demonstrated ability to work collaboratively with diverse constituent groups, including staff, Board of Directors, donors and community.
- Ability to engage and inspire all constituents to action in support of the mission.
- Ability to develop a strong network of high profile relationships with key outside constituents.

Communication

- Is an exceptional and credible communicator, speaker, writer and listener.
- Has the ability to be a forceful, public-facing leader.

Leadership

- Track record of building/leading exceptional teams/organizations.
- Is approachable and engages and empowers others and holds them accountable.
- Executive experience conducting, managing and concluding a range of negotiations.

Business Acumen

- Proven ability to make quality decisions in a timely manner, even in the absence of complete information.
- Utilizes strong business knowledge and insight in directing the organization, and leads the development of the organization's strategic plan.
- Manages and leads change focused on objectives of improving quantity, quality, operational effectiveness, advocacy and growth.

CRITICAL LEADERSHIP CAPABILITIES

Strategic and Visionary Leadership

In this highly visible role, the CEO will advance SHFB's mission and move the organization forward by:

- Forging and articulating a compelling, unifying vision that inspires and engages internal and external stakeholders.
- Building upon a forward-thinking strategic plan that leverages an exceptional team, supported by technological innovation, and defines a viable goal-driven growth strategy with a supporting cost structure that is achievable on an annual basis.
- Developing and articulating SHFB's core message with charisma, passion, and authenticity.

Leading People

The next CEO will successfully harness the passion and tireless mission commitment of the staff and volunteers by serving as a unifier, team builder, mentor and motivator. This includes:

- Leading through influence, persuasion, inspiration and motivation; providing leadership and coaching aligned with SHFB culture.
- Demonstrating active listening skills to understand diverse viewpoints and the ability to bring participants to a collective decision.
- Setting an example of “humbly serving” the mission and inspiring others in the organization to do the same; modeling and creating a culture of openness, transparency, inclusion, and accountability.
- Demonstrating a genuine commitment to serving the “food insecure” populations in the community.
- Ensuring that SHFB’s organizational structure and management systems are transparent, synergistic, effective, and leverage best practices.
- Dedicating time and resources to develop and motivate staff, and to encourage cross-functional collaboration allowing for new approaches, ideas, and strategic thinking to occur.

Driving Results

SHFB’s CEO will be responsible for ensuring the organization fulfills its mission to the greatest extent possible by:

- Maintaining SHFB’s mission while thinking expansively about the organization’s potential and driving forward innovation.
- Working with and leveraging the Board of Directors to execute SHFB’s strategic plan and develop future plans, setting clear milestones and performance expectations, and making adjustments in response to internal and external market dynamics.
- Expanding and strengthening support by increasing public awareness of SHFB resources and bringing strategic and creative thought leadership to fundraising, leveraging his/her and the Board’s networks to diversify and expand the organization’s revenue streams.

OTHER PERSONAL CHARACTERISTICS

- Strong passion for the SHFB mission
- Authenticity
- High personal integrity
- Innovative thinker
- Persistence and tenacity
- Strong business acumen
- High emotional, social, and political intelligence

The Second Harvest Food Bank of Santa Clara and San Mateo Counties is being assisted in this recruitment by Spencer Stuart. Interested parties should submit a curriculum vita or their nominations of others to the confidential email address: SHFB@SpencerStuart.com.